



U.S. Department of Justice
Federal Bureau of Prisons

PROGRAM STATEMENT

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Correctional Support Team

/s/

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1. PURPOSE AND SCOPE.

This Program Statement establishes general procedures, guidelines, and priorities for the delivery of support services to Federal Bureau of Prisons (Bureau) staff and their immediate family members. The mission of the Correctional Support Team (CST) is to help staff maintain levels of wellness and resilience that support effective functioning in a correctional environment. The CST operates in compliance with Department of Justice (DOJ) Order 1200.1 Chapter 7-2, Traumatic Incident Management (TIM). CST is one of the Bureau's Crisis Management Teams.

a. Program Objectives

- The Correctional Support Team operates in conjunction with the Employee Assistance Program within the Psychology Services Branch;
- To enhance the resilience of staff and their family members;
- To aid staff and their family members in recovery following a traumatic incident;
- To improve the morale of staff.

b. Summary of Changes

- This Program Statement establishes a change in name from Crisis Support Team to Correctional Support Team.
- This Program Statement expands the scope of the CST beyond crisis response to also include wellness promotion for staff.

Policy Rescinded

P5500.15 Correctional Services Manual, Section 603, Crisis Support Team (1/2/2018)

Institution Supplement. None required. Should local facilities make any changes outside changes required in national policy or establish any additional local procedures to implement national policy, the local Union may invoke to negotiate procedures or appropriate arrangements.

2. DEFINITIONS

- **Critical Incident** - Critical incidents are unexpected or disruptive events and range from small- to large-scale, affecting as few as one staff member or all staff at one or multiple institutions.
- **Critical Incident Stress Debriefing (CISD)** - CISD is a type of intervention useful after a critical incident to mitigate the effects of trauma.
- **Employee Assistance Program (EAP)** – A workplace sponsored program to promote mental health and wellness for staff and their families.
- **Family Support Center (FSC)** - An area or shelter designed for staff families. In a protracted incident, family members can gather here to receive information in an area that provides privacy.
- **Home/Hospital visit** - When CST visit staff in their home or hospital when a staff member is experiencing a personal crisis.
- **Individual Outreach** - When CST becomes aware of a staff member who is having difficulties, CST can reach out on an individual basis to provide support. If needed, they can refer staff to community resources or EAP. This does not require full-team activation.
- **On-scene Support Center (OSSC)** - A designated area at an institution which is easily accessible for staff to receive information, resources, and support.
- **Peer-Support Services** - Support services provided to staff by co-workers. Services are supportive in nature and not considered psychological treatment. Services are aimed at developing a culture of caring in the workplace and help staff maintain adequate levels of wellness and resilience. Peer-Support Services can act as a liaison between staff who are experiencing stressors and providers of more intensive intervention.
- **Psychological First Aid** - A set of skills used in response to an acute crisis to help an individual return to their wellness baseline. These skills help mitigate the effects of trauma or maladjustment.
- **Resilience** - How quickly an individual returns to their baseline of wellness following a stressor and the ability to grow and thrive in the face of challenges.
- **Stress First Aid** - A set of skills used to enhance wellness and resilience in high-stress occupations. These skills help mitigate the negative effects of chronic stress exposure.
- **Walking and Talking** - An activity which engages staff and allows CST's to provide information. Walking and talking allows CST members to assess general morale and needs and provide wellness information. Walking and talking in response to a critical incident allows CST members to assess how staff are responding to the incident as well as to manage misinformation.
- **Wellness** - A multi-dimensional concept of an individual's baseline of functioning. Wellness includes an individual's mental, physical, and financial health as well as their ability to experience positive emotions, engage in meaningful activities, and enjoy a sense of accomplishment in their lives. Activities and experiences which contribute to wellness are individualized, based on each person's interests, personality, values, and circumstances.
- **Wellness Fair** - An event where community providers/resources are invited to provide information related to wellness/resiliency for staff and their families.
- **Wellness/resilience training and challenges** - Activities geared toward physical health (e.g. a 5K on institution grounds) or emotional health (e.g., a training on stress management or practical experience of relaxation method such as yoga, etc.), with a focus on improving

wellness and resilience.

3. STRUCTURE OF CORRECTIONAL SUPPORT TEAM.

CST is a peer-support team responsible for addressing the needs of staff and their families. CSTs respond to critical incidents as well as provide support services to enhance wellness. To achieve this, CST consists of three levels: National CST Coordinator, Regional Correctional Support Team, and Institution Correctional Support Team.

Regional and Institution CSTs consist of a Team Leader; two Assistant Team Leaders, one for Peer Support and another for Incident Response; a Chaplain; a Psychologist; a Bureau Battle Buddy Liaison, and Administrative Assistants/At-Large Members. CSTs must maintain a minimum complement of 10 members at each institution and, within a complex, 10 members at each facility (e.g. a complex with 3 institutions must maintain a team of 30). Regional CSTs also maintain a complement of 10 members selected from various institutions/sites throughout the Region. All CST members are familiar with the responsibilities listed below.

New CST members cannot assume any other role aside from Administrative Assistant/At-Large Member until they have completed Basic CST Training. Given the specificity of their responsibilities during an activation, the Team Leader may not be the CST Chaplain, Psychologist, or Bureau Battle Buddy Liaison unless there is more than one staff member with these duties on the team.

a. **Team Leader.** The Team Leader has overall responsibility for all team activities. They coordinate monthly training and additional training on the various roles of the CST. During a protracted incident, the Team Leader is stationed in the Incident Command Post (ICP) and conveys information from the Family and Staff Support Teams. Ordinarily, to be selected as Team Leader, an individual must have at least 3 years as a CST member and 1 year as an Assistant Team Leader.

b. **Assistant Team Leader - Peer Support.** The Assistant Team Leader for Peer Support is responsible for staff outreach and support activities. They ensure the CST engages staff and family members in wellness and resilience activities. They also ensure the team receives training in areas related to staff support. To be selected as an Assistant Team Leader - Peer Support, an individual must have at least 2 years as a CST member and completed the Basic CST course.

c. **Assistant Team Leader – Incident Response.** The Assistant Team Leader for Incident Response is responsible for outreach and support of staff and their families during a critical incident. In situations where the On-Scene Support Center (OSSC) has been activated, they are responsible for the coordination of on-scene support activities. This person relays pertinent information about staff needs, visitors to the site, released hostages, etc. to the Team Leader in the ICP. During a protracted critical incident where a Family Support Center (FSC) is activated, this Assistant Team Leader is responsible for coordinating, staffing, and operating the FSC for staff families. They ensure the team receives training in areas related to incident response. To be selected as an Assistant Team Leader - Incident Response, an individual must have at least 2 years as a CST member and completed the Basic CST course.

d. **Administrative Assistant/At-Large Member.** The Administrative Assistants/At-Large Members is responsible for supporting the team's mission. These duties include direct contact with staff and their families, as well as clerical responsibilities. Specific duties are assigned by the Team Leader and/or Assistant Team Leaders.

e. **Psychologist.** The Psychologist provides input regarding the current state of staff morale and resilience. During a critical incident, the Psychologist is responsible for routinely assessing the level of trauma associated with the incident and advising the Team Leader on the types of services that should be provided to minimize the effects of the trauma. This person provides referrals to staff and their families to support wellness and resilience. They also monitor the wellness of the CST and work with the Team Leader to ensure the overall health of the team.

f. **Chaplain.** The Chaplain is responsible for routinely assessing the spiritual needs associated with a critical incident and advising the Team Leader on the types of spiritual services that should be provided. This person conducts, or assists Team Leaders in, emergency notifications, coordinates religious services, provides on-scene support, and provides spiritual support to the staff and their families.

g. **Bureau Battle Buddy Liaison.** The team's Bureau Battle Buddy Liaison is responsible for providing input regarding outreach and support needs of staff veterans. He/she routinely assesses the needs of veterans and their families during a critical incident. During an activation, the Battle Buddy Liaison communicates with the Team Leader to determine and coordinate resources needed by staff veterans and their families.

4. **PROGRAM ADMINISTRATION.**

a. **Program Administration.** The Central Office Psychology Services Administrator is responsible for CSTs overall direction and ensures appropriate training is available.

b. **Central Office CST Coordinator.** The Central Office CST Coordinator is ordinarily a collateral duty of the National Employee Assistance Program (EAP) Coordinator. He/she is a licensed doctoral level Psychologist and is responsible for:

- Tracking all CST activations;
- Developing team member selection criteria;
- Providing an annual report to the DOJ EAP Administrator based on DOJ's reporting criteria;
- Developing and updating CST policy, implementation guides, and information regarding CST issues to field components;
- Coordinating National and Regional Crisis Management Training sessions for CST members;
- Familiarizing staff with CST by including information in Introduction to Correctional Techniques I, Annual Training, and Introduction to Correctional Techniques II lesson plans.

c. **Regional CST Administrator.** The Regional CST Coordinator is a collateral duty ordinarily assigned to the Regional Psychology Services Administrator. When another person is identified as a potential Regional CST Coordinator, the Regional Director or her/his designee

will consult with the Central Office Psychology Services Administrator. The Regional CST Coordinator is responsible for:

- Oversight of the Regional CST activities, to include activation of the Regional CST to support an Institution CST during protracted or particularly impactful events;
- Assisting with data collection regarding training and activations;
- Coordinating training and staffing of the Regional CST;
- Collaborating with the Regional Correctional Services Administrator to coordinate responses to large scale incidents and training activities, such as Crisis Management Training;
- Oversight of Institution CSTs to provide support, training and ensure compliance with policy; and
- Oversight of the Institution CST yearly certification.

d. **Wardens and Component Administrators.** Chief Executive Officers (CEOs) are responsible for:

- Maintaining a CST at each facility in accordance with this Program Statement;
- Activating CST in response to critical incidents;
- Designating a CST Team Leader, two Assistant Team Leaders, a Chaplain, a Psychologist, and an adequate number of other team members;
- Ensuring all CST members participate in monthly training;
- Ensuring all CST members participate in the National CST training;
- Ensuring all employees are familiar with CST services; and
- Ensuring CST activities and activations appropriately support staff.

5. CST ACTIVITIES.

CST activities are divided into three categories: support, intervention, and administrative.

a. **Support.** Support activities are designed to assist staff and their families in maintaining baseline levels of wellness and resilience. CST members rely on Stress First Aid skills and organized outreach to help staff improve their wellness and/or resilience. CSTs guide staff toward resources when they experience a stressor, and they organize institution-wide events to promote healthy responses to stressors. These types of activities are a routine component of monthly training and do not require activation of CST. Activities under the support function include, but are not limited to:

- Walking and Talking
- Wellness Fairs
- Individual outreach
- Wellness/resilience training and challenges

b. **Intervention.** Upon activation of the CST by the Regional Director or CEO, CST responds to acute critical incidents to provide support to staff and their families in an effort to mitigate traumatic responses and support resilience. Events that may trigger an activation include, but are not limited to the following events:

- Inmate disturbances
- Natural disasters
- Staff death
- Inmate death
- Hostage situation
- Staff assault
- Significant illness or injury
- Pandemic
- Chronic Understaffing and/or Use of Augmentation

Activities under the intervention function include, but are not limited to:

- Walking and Talking
- On-Scene Support Center
- Family Support Center
- Home or Hospital Visit
- Death Notification

In addition:

- CST will utilize Psychological First Aid skills to intervene with staff during a critical incident.
- Institution CST is not to conduct CISM. However, CISM services may be available through the EAP.
- In the event a CST Team Leader believes CISM is warranted, they must consult with their Regional Team Leader or the National EAP Coordinator.
- The CST may be used to identify staff who would benefit from CISM in preparation for a visit from a certified CISM provider.

c. **Administrative.**

- **Record keeping.** CSTs are required to keep detailed documentation of all activities and activations. Teams use the CST Activity Log, which will be submitted quarterly to the Regional Team. Regional Teams compile the data for the region and report this to the National EAP Coordinator. When keeping records, CST members will not record information about individuals they have assisted (An FSC sign in/out log for security reasons is an exception) and rather document the type of activities and services provided, the dates they were provided, and the number of individuals served.
- **Inventory.** CSTs are required to maintain inventory lists of all CST designated property. This includes items such as cots, hygiene kits, water bottles, and any other accountable property. CSTs must also routinely inspect these items for damage or wear.

6. **CONFIDENTIALITY.**

Confidentiality is an important aspect of CST activities. CST members discuss personal and private information with staff and this information must be kept confidential to ensure the trust

and effectiveness of CST. Exceptions to confidentiality for CST members include:

- Code of Conduct violations - CST members' obligations remain consistent with the Program Statement **Standards of Employee Conduct**.
- Illegal activity - Any CST member who witnesses illegal activity (e.g. domestic violence, child or elder abuse) is required to report it immediately to the proper authority.
- Team consultation - Team members may discuss, amongst themselves, limited personal information about staff for the express purpose of developing a plan to provide staff support. Limited personal information includes the names of staff involved and nature of the situation. This must be done in a manner that avoids gossip (i.e., avoids judgement and conjecture) and is done on a need-to-know basis.
- CST Psychologist - Psychologists operating as CST members must follow CST guidelines. If, in the course of CST activities, a Psychologist engages a staff member in EAP services, then EAP guidelines regarding confidentiality take precedence.

7. CST TRAINING.

There are three levels of CST Training: Institutional CST Training, Basic CST Training, and Advanced CST Training.

a. **Institutional CST Training.** To maintain exceptional standards of performance, Institutional Training is required for 8 hours monthly. These hours can be completed in one block or spread across the month as needed. Participation in Institutional CST Training is mandatory for all CST members. Members who miss more than 16 hours within one year will have their name referred to the CEO for possible removal from the team. The CEO should take into consideration the team member's overall CST performance, the reason for absences, and the overall staffing levels within the team member's department. Institution Team Leaders are responsible for maintaining attendance and training records for all training. Training topics must reflect Stress First Aid, Psychological First Aid, crisis management concepts and practices, and/or recent activations. Up to half of the yearly training hours can be used for support activities such as walking and talking and other staff and family engagement activities. Team Leaders are encouraged to use external resources to supplement training. This may include, but is not limited to the following:

- Other Crisis Management Components
- Community First Responders
- Mental Health Specialists
- CST from nearby institutions
- Regional CST

b. **Basic CST Training.** Basic CST Training is required for certification of all CST members. All CST members must complete 24 hours of Basic CST Training Curriculum, taught by certified instructors. Typically, this training is provided at the Management & Specialty Training Center, but may be held at other sites, with approval.

c. **Advanced CST Training.** Advanced CST is Training for Trainers (T4T). The curriculum

focuses on teaching participants how to instruct the Basic CST Training course. Once certified, these trainers will then conduct future Basic and Advanced CST trainings. The T4T has a 24-hour curriculum that must be completed for participants to be a certified CST Instructor. Participants must be nominated by their Regional Director, through their Warden. They are selected by the Central Office CST Coordinator, who is also responsible for ensuring enough certified instructors are available to conduct Basic and Advanced CST courses. All Advanced CST Training must be conducted by the Central Office CST Coordinator and certified CST Instructors. To be eligible for Advanced CST Training, members must successfully complete the following:

- Basic CST Training
- Federal Emergency Management Agency (FEMA) online National Incident Management System courses: ICS 100, 200, 700, and 800
- 2 years on the Institution CST Team

Regional CST Leaders will be required to complete Basic CST, Advanced CST, and all required FEMA (ICS) courses.

8. EQUIPMENT.

a. Personal Gear.

- **Uniforms.** Each CST member will be issued five standardized uniforms. A uniform consists of a navy blue CST polo shirt, khaki BDU-style pants, boots, and a navy blue hat. CST members must be issued a uniform within 60 days of selection and new uniforms are provided every 2 years.
- **Foul weather gear.** CST members must be issued a jacket, winter and/or rain, based on local weather needs. Foul weather gear is replaced when worn.
- **Reflective vest.** Screen printed with “BOP” or “CST” and replaced when worn.
- **Backpack.** The backpack must be of a size and type that can be used as a “ready bag” as well as used during activities and activations to carry supplies during walk and talks. These are replaced when they become damaged.
- **Flashlights.** Each CST member will be issued 1 flashlight of a size and type to assist with walking if activated to an area with limited illumination. Replace when it becomes inoperable.

The items above, with the exception of the reflective vest and the flashlight, must all be embroidered with the Bureau insignia and the words “Correctional Support Team” or “CST.”

b. Team Supplies.

- **Radios.** CSTs must have a dedicated and programmable radio for each team member, no less than 10 per institution, to allow for adequate communication during activations.
- **Signage.** Teams must have adequate indoor and outdoor reflective signage to direct staff and their families to resource areas (i.e. “On-Scene Support Center,” “Family Support Center,” and “CST Help Desk”).

- **Clerical Supplies.** CSTs require clerical supplies (e.g., notepads, pens, dry erase boards/markers, id holders) to allow for documentation of supplies and needs during activations.
- **Lockers.** Teams must have access to dedicated lockers for staff to keep CST uniforms and personal supplies. These lockers can be the same varieties that are used within the institution, but should be new and not recycled.

c. **Shelter Management Supplies.** Shelters can be used to address short-term crises (e.g., inclement weather) or more protracted crises (e.g., major disturbance, pandemic). Given the complexity of shelter management, please refer to the CST resource materials for additional information. The minimum required supplies are:

- **Cots.** It is recommended institutions maintain enough cots for one shift to rest.
- **Personal Hygiene Kits.** One hygiene kit for each staff member.
- **Sanitation supplies.** Access to sanitation supplies such as hand sanitizer, disinfectant, soap, mops, buckets, disposable gloves, cleaning rags, toilet paper, spray bottles, brooms, and a bio-hazard spill kit.
- **Water.** Access to bottled water/water filter in the event tap water becomes unusable or unavailable.

9. CERTIFICATION.

Both individual members and teams must be certified. Individual CST members are certified one time at the completion of the Basic CST Course by the course lead instructor. Institutional CSTs must be certified yearly by either the Central Office CST Coordinator or a member of the Regional CST. Regional CST Team Leaders are responsible for tracking annual certifications and reporting them to the Central Office CST Coordinator. Teams will be given a rating during certification: Below Standards, Meets Standards, or Exceeds Standards. Certifications must be completed in person a minimum of every other year. In alternate years, teams can be certified remotely. Teams receiving a rating of Below Standards must be certified in person yearly until a rating of Meets or Exceeds Standards is achieved. Additionally, a Below Standards rating on any element requires a corrective action plan be submitted, regardless of the team's overall rating. Regional CSTs do not require certification, but members of the Regional CSTs must remain in good standing and certify with their Institutional CST. A worksheet for team certification can be found in the CST resource materials. This worksheet will be provided to the institution Executive Staff upon close-out of the review. The worksheet will be retained by the Regional CST Team Leader and a copy will be sent to the Central Office CST Coordinator.

Team certification requirements are as follows:

a. **Correctional Support Team Written Test.** Each CST member will achieve a minimum passing score of at least 70 points out of a possible 100 points on a written test. Team members will have unlimited attempts to pass the test. The test will be available on an automated system available through the Employee Development Department.

b. **Institution Correctional Support Team Membership.** Each facility maintains a minimum

team complement of 10 per institution, consistent with Section 5 of this Program Statement.

c. **Equipment.** CSTs must be able to demonstrate they have adequate equipment (uniforms, foul weather gear, signage, shelter supplies) for activities and activations.

d. **Skills Demonstration.** Through the use of role-plays and exercises, team members will demonstrate adequate Stress/Psychological First Aid skills. Teams will also demonstrate proficient communication skills both within the team and with other Crisis Management Teams. During remote reviews, this standard can be met by a review of training records which demonstrate training hours dedicated to skill acquisition and/or through interviews with institution staff.

e. **Family Support Center.** The CST must provide documentation regarding the location of the FSC. Ideally the FSC is located off institution grounds. For institutions where this is not feasible, the CST must provide documentation of efforts to establish the FSC off-grounds or provide justification of the rationale why this is not feasible. Teams will be expected to demonstrate proficiency in setting up the FSC. During remote reviews, this can be achieved through review of the team's FSC activation plan.

f. **Activity Log.** Teams will present the previous calendar year's activity log and be able to demonstrate at least 6 activities which engaged staff and/or their families in wellness/resilience activities. These activities must be in addition to activations for critical incidents. At least one of these must include family members. In addition, CSTs will provide documentation of the previous calendar year's activations.

g. **Team Proficiency.** Through practical exercises or an actual event, each CST will be evaluated to assess their overall effectiveness as a working unit. In addition, their ability to interact effectively with other crisis management components will be assessed. During remote reviews, this can be achieved through interviews with institution Executive Staff.

10. FUNDING

The institution CST will receive its own funding source. The funding source will be developed and managed under the Psychology Services budget.

REFERENCES

Program Statements

3420.11 Standards of Employee Conduct (12/6/2013)
3792.11 Employee Assistance Program (4/4/2023)
3792.09 Battle Buddy Program (7/12/2016)
5347.01 Employee Wellness (4/4/2023)

Human Resources (HR) Order DOJ 1200.1 Part 7, Chapter-1 Employee Assistance Program
Human Resources (HR) Order DOJ 1200.1 Part 7, Chapter-2 Traumatic Incident Management

ACA Standards

None

Records Retention

Requirements and retention guidance for records and information applicable to this program are available in the Records and Information Disposition Schedule (RIDS) on Sallyport.